

FY 2021 PRELIMINARY FISCAL PLAN

GENERAL OVERVIEW, APRIL 28, 2020

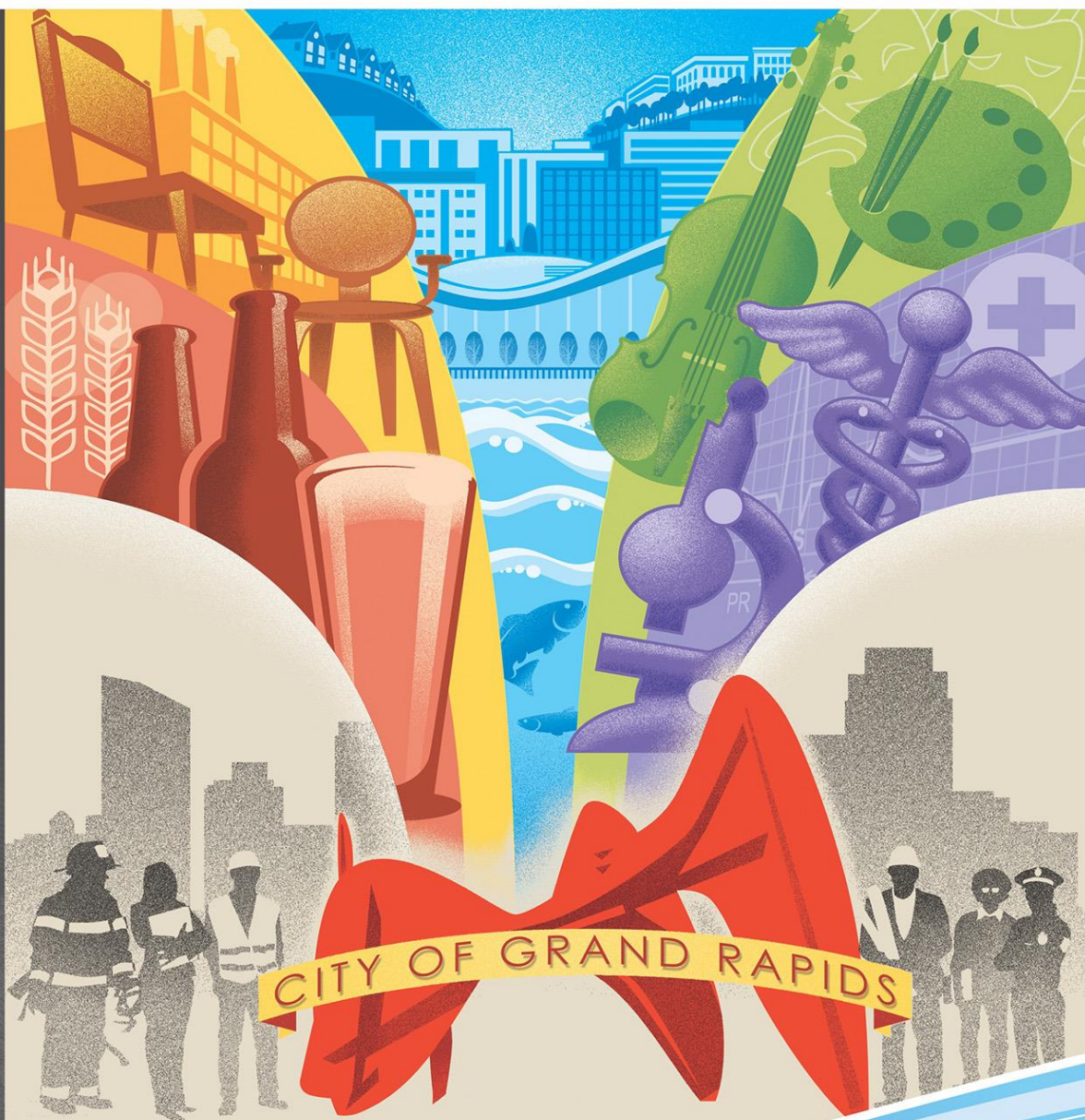
ACCOUNTABILITY

COLLABORATION

CUSTOMER SERVICE

EQUITY INNOVATION

SUSTAINABILITY



FY2021 Budget Review Schedule

- | | |
|---------------------|---|
| Tuesday, April 28 | Introduction of the FY2021 Preliminary Fiscal Plan (10am) |
| Thursday, April 30* | Budget Town Hall (7 – 8pm) |
| Tuesday, May 5* | Budget Review Workshop (9am – Noon)
- Equity, Capital, Economic Prosperity and Affordability, Safe Community, Mobility |
| Tuesday, May 12* | Budget Review Workshop (1 – 4pm)
- Health and Environment, Engaged and Connected Community, Governmental Excellence |
| Tuesday, May 19 | Committee of the Whole Discussion and Deliberation (details to be finalized)
Public Hearing at City Commission meeting (7pm) |
| Thursday, May 21* | City Commission Adoption (9 – 11am) |

* Special meetings scheduled

Today's Objectives

- Provide FY2021 Preliminary Fiscal Plan overview
- Set strong financial foundation
- Discuss impact of COVID-19 on health, economy, and City services, operations and fiscal plan
- Reinforce our strategic focus via our Strategic Plan
- Highlight efficiencies and strategies used to balance the budget and adjust for revenue offset
- Highlight investments by strategic priority and maintenance of essential services

A Strong Strategic Foundation to Guide Us



ACCOUNTABILITY
COLLABORATION
CUSTOMER SERVICE
EQUITY INNOVATION
SUSTAINABILITY

Leading with Our Values



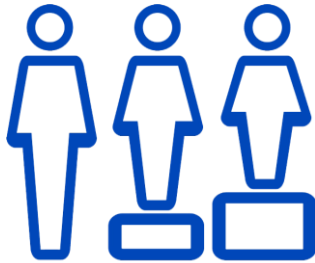
Accountability



Collaboration



Customer
Service



Equity



Innovation



Sustainability

Working Toward Our Vision by Implementing Our Mission

Vision

Grand Rapids will be nationally recognized as an equitable, welcoming, innovative and collaborative city with a robust economy, safe and healthy community, and the opportunity for a high quality of life for all.

Mission

To elevate quality of life through excellent City services.



Strategic Priorities and Desired Outcomes



Governmental Excellence

A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable and innovative public service.



Engaged and Connected Community

Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.



Mobility

Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.



Economic Prosperity and Affordability

Residents, employees and businesses have pathways to financial growth and security.



Health and Environment

The health of all people and the environment are advocated for, protected and enhanced.



Safe Community

All people feel safe and are safe at all times throughout our community.



Embedding Equity Into the Process

- Continued use of equity lens
- For FY2021, departments submitted over 100 highlights of their diversity, equity and inclusion (DEI) strategies embedded in their budget requests
- Continue to disaggregate data and metrics by race, ethnicity and geography when available
- For Capital requests, Departments expressed an intentionality to expand Micro-Local Business Enterprise (MLBE) utilization
- Equity highlights will be presented at the May 5 budget workshop

Our Strong Foundation

- Financial stewardship has established strong reserves – unreserved General Operating Fund FY2020 projected fund balance of 27.7% is above policy level of 15%
- Reserves intended to help weather mid-range economic downturns and preserve service outcomes for community
- Strong strategic focus – Strategic Plan even more helpful under stress
- Equity focus influences decisions
- Cost reductions and efficiencies create cap space for operations
- Innovations improve service outcomes and reduce costs

Our Strong Foundation Supports FY2021 Budget

- Maintains essential services
- Begins work to ensure continued fiscal sustainability amid uncertain economic impact of COVID – pivot in less than a month (State of City in early March)
- Maintains essential staffing levels
- Maintains reserve levels consistent with financial policy and avoids spending down reserves
- Provides agility - if by Fall we determine performance is significantly different from projections, then we will pivot and amend the budget
- Allows \$3.75M (approximately \$500k GOF) to be used for recovery efforts

COVID-19 Impacts



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Kent County

* Data updated approximately 3:30pm daily

4/27/2020



Region	Confirmed
Northern Kent	107
Southern Kent	86
Unknown	10
Urban	897
Total	1100

Total Cases

1,100

Total Deaths

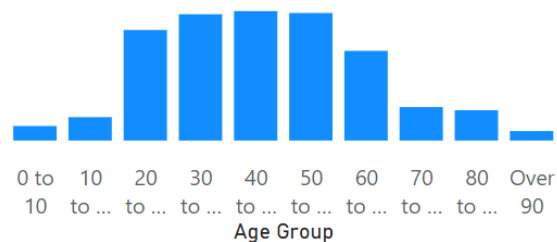
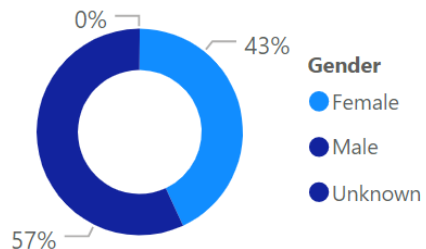
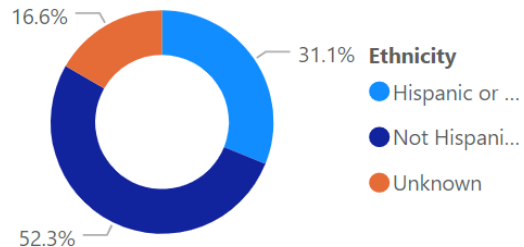
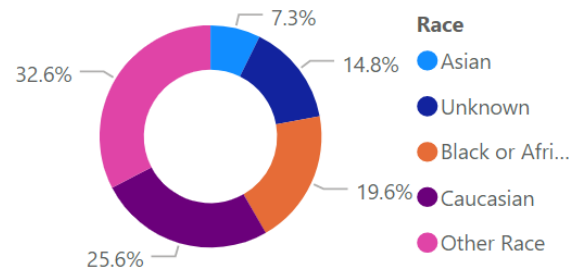
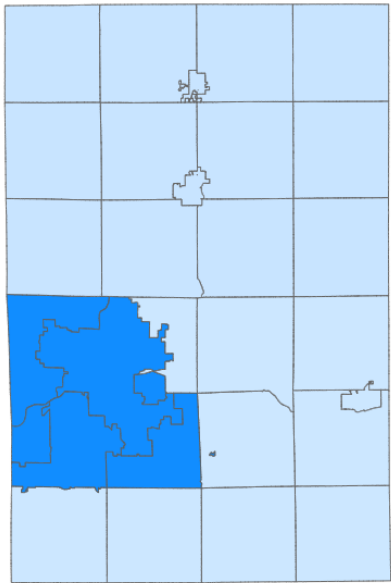
34

New Cases

69

New Deaths

2



Michigan

Total Cases

38,210

Total Deaths

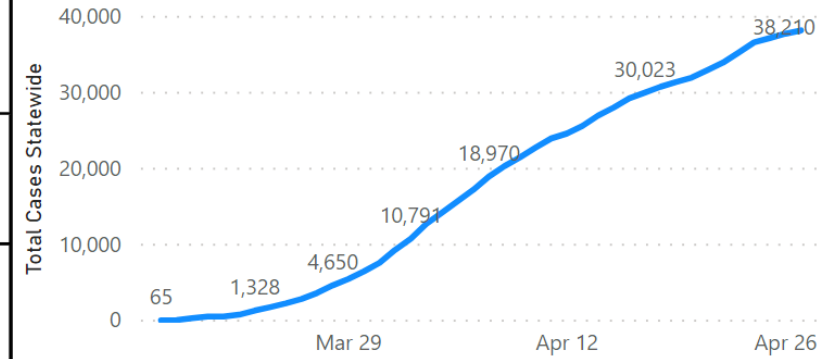
3,407

New Cases

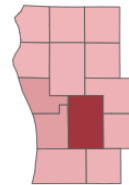
432

New Deaths

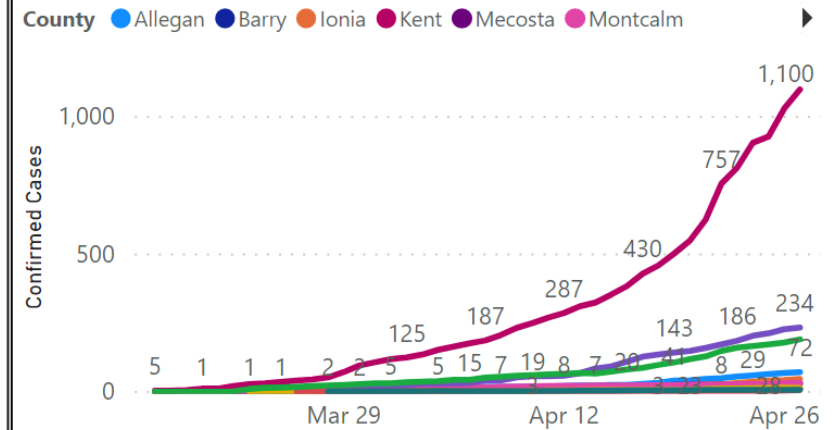
92



West Michigan



Gov Unit	Confirmed	Deaths
Kent	1,100	34
Muskegon	234	13
Ottawa	191	9
Allegan	72	1
Ionia	47	2
Montcalm	32	1
Barry	31	1
Mecosta	14	1
Newaygo	14	
Osceola	8	
Oceana	7	1
Mason	5	



Institute for Health Metrics and Evaluation (IHME)
at University of Washington

<https://covid19.healthdata.org/projections>

Covid Act Now

<https://www.covidactnow.org/state/MI>

Covid Direct

<https://covid-19.direct/county/MI/Kent>

Spectrum Health Covid-19 Info and Dashboard

<https://www.spectrumhealth.org/covid19>

Penn Medicine CHIME App

(COVID-19 Hospital Impact Model for Epidemics)

<https://penn-chime.phl.io/>

CDC: Cases in the U.S.

<https://www.cdc.gov/coronavirus/2019-ncov/cases-updates/cases-in-us.html>

Johns Hopkins Coronavirus Resource Center

<https://coronavirus.jhu.edu/map.html>

State of Michigan Coronavirus Data

https://www.michigan.gov/coronavirus/0,9753,7-406-98163_98173---,00.html

COVID-19 Impacts to the Michigan Economy

- State of Michigan shortfall expected between \$1 - 4 billion
- Economic impact projected by Moody's Investor Ratings as 10 - 14% decrease in Michigan's Gross Domestic Product (GDP)
- Many employers temporarily closed and/or furloughed employees
- Statewide unemployment

Date	Employed	Unemployed	%
February 29, 2020	4,461,500	166,000	3.60%
March 31, 2020	4,437,200	190,300	4.10%
April 10, 2020 *	3,620,000	1,007,500	21.80%

*Unofficial calculation by City staff based on various reports

COVID-19 Impacts to Grand Rapids City Services

Significant impact on services

- Bus transit
- Parking
- Pools
- Inspections
- Permitting & Plan Reviews
- Sales tax
- Income tax
- Fees
- Fines
- Construction projects

Low to moderate impact on services

- Water
- Sewer
- Refuse
- Police, Fire
- 311 Customer Service
- Street Maintenance
- Golf Course

Other COVID-19 Impacts to City Operations

Increased support services

- Information Technology
- Human Resources (Risk Management, Wellness, Labor Relations, Benefits)
- Clerk, Legal and Legislative Affairs
- Communications
- Community Development
- Emergency Management Administration and all Emergency Operations Center functions
- Executive, Budget Office, Performance Management, Equity
- Park Usage Monitoring and Maintenance
- Economic Development



COVID-19 Impacts to FY2021 Preliminary Fiscal Plan

- Complete overhaul of the budget in less than a month
- Total expenditures reduced by \$13 million to \$540 million from FY2020 expenditures of \$553 million
- 7% net General Operating Fund (GOF) reduction (previously projected FY2020 GOF revenues of +4% in the adopted FY2020 Fiscal Plan are now projected at -3%)
- Revenues are now projected to underperform FY2020 through FY2025 (cumulative \$24M GOF spending deficit FY22-FY25 without aggressive recovery)
- We are taking a measured approach and if projections worsen or recovery lags more than expected, we will make additional amendments to the budget

Active Management and Belt Tightening

- Modified hiring freeze – for vacancies occurring after 4/17/20 (exceptions for public safety, critical positions and hiring processes that began prior to 4/17/20)
- No new positions included for FY2021
- Reduced temporary staffing in FY2020 and FY2021
- Reduced travel
- Additional budget amendments will be brought forward

Other Cost Savings Highlights



- \$5.2 million through restructuring and rebidding the City's health care plan
- \$500,000 annually in electricity costs after one full year of negotiated rate changes were implemented
- \$500,000 annually by continuing the in-house trench repair program

Innovations and Enhanced Service Improvements

- Creating a mobile permitting pilot to experiment with on-site issuance of building and trade permits in neighborhoods and business districts
- Implementing a new “mobile assessor” tool to speed the property value assessment process in the field
- Implementing Public Safety staffing redeployment
 - Civilian use in certain traffic accident incident assessments
 - Homeless Outreach Street Team
- Investing in software solutions and processes to promote more open data accessibility and customer self-service and payment options
- Continuing pilot interventions for systems change such as the Inebriate Center, retail specialist and housing practice leader
- Implementing For The Record (FTR) court video recording technology in two additional courtrooms in the 61st District Court to improve efficiency in services
- Continuing investment in state land bank partnership for affordable housing

FY2021 Preliminary Fiscal Plan Overview



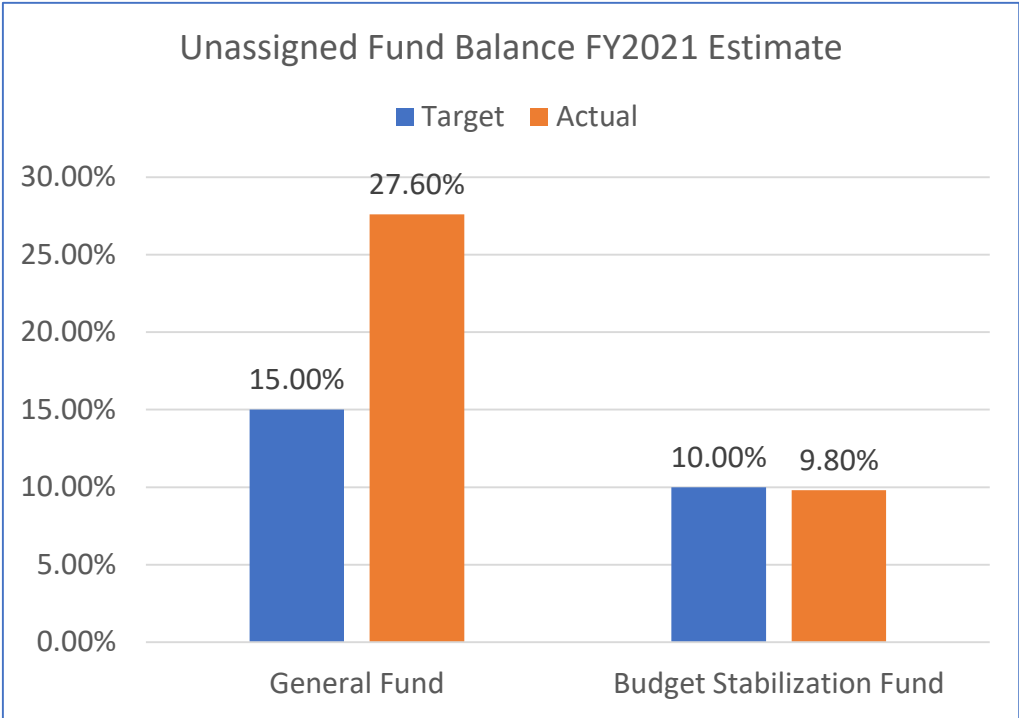
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FY2020 Financial Highlights

- Financial reserves have never been stronger at 37.5%
- Third Ward equity investments fully appropriated (\$232,500 in FY2021 as part of Economic Resiliency and Recovery)
- Prior to the economic impact of COVID-19, weekly income tax receipts were trending higher than forecasted
 - Withholding was trending higher
 - Compliance efforts almost 43% higher than last fiscal year
- General and Police & Fire Pension funding is approximately 80%
- OPEB funding is approximately 66%

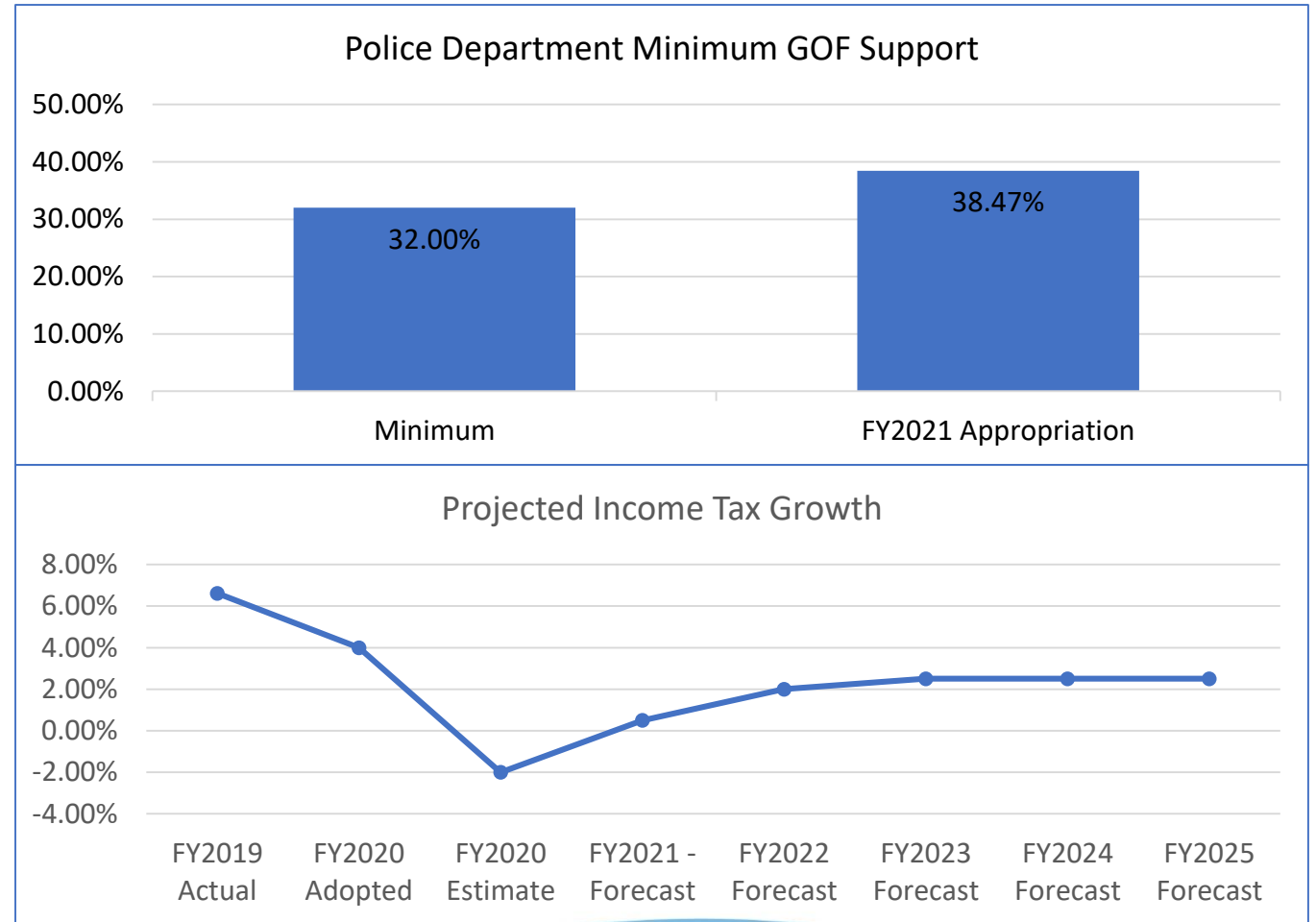
Fiscal Plan Guidelines

General Fund Contingent Appropriation - \$1.2 million



Guidelines: Standards

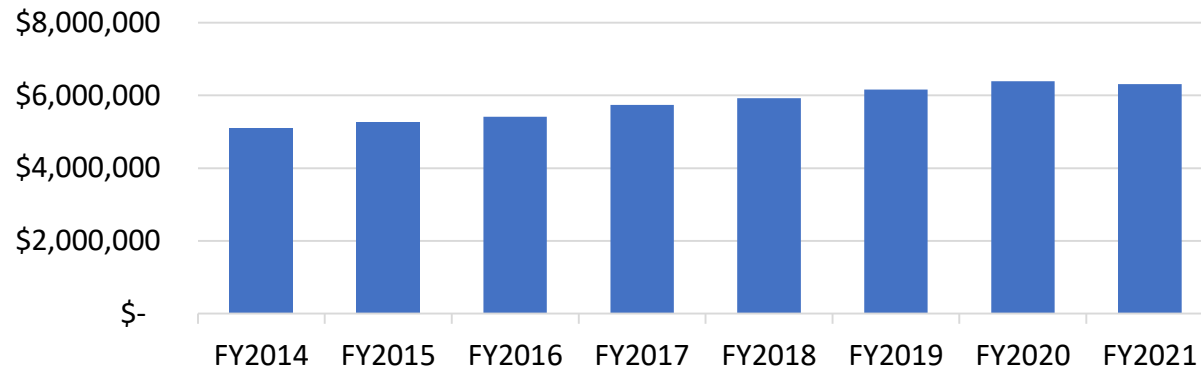
- Contribute 100% Actuarially Computed Employer Contributions (ACEC):
 - Pension systems
 - Retiree health care
- Health Care Costs 80/20 Split
- Fully fund the Capital Improvement Plan
 - Asset management principles
 - Operating budget impacts
- Maintenance of Effort
 - Parks investment
 - Vital Streets
- 4.25% Capital Reserve Income Tax set-aside



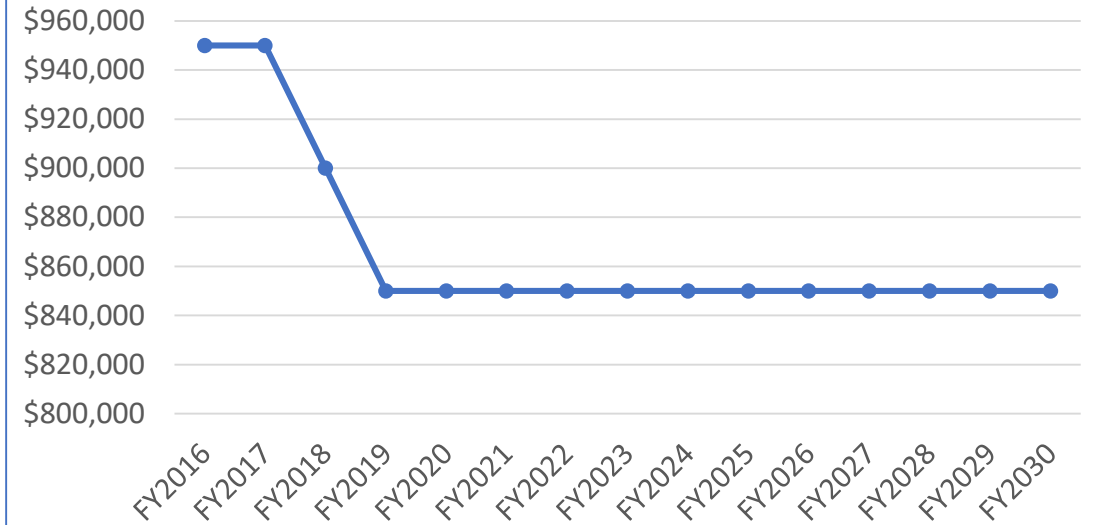
Guidelines: Fulfilling Commitments



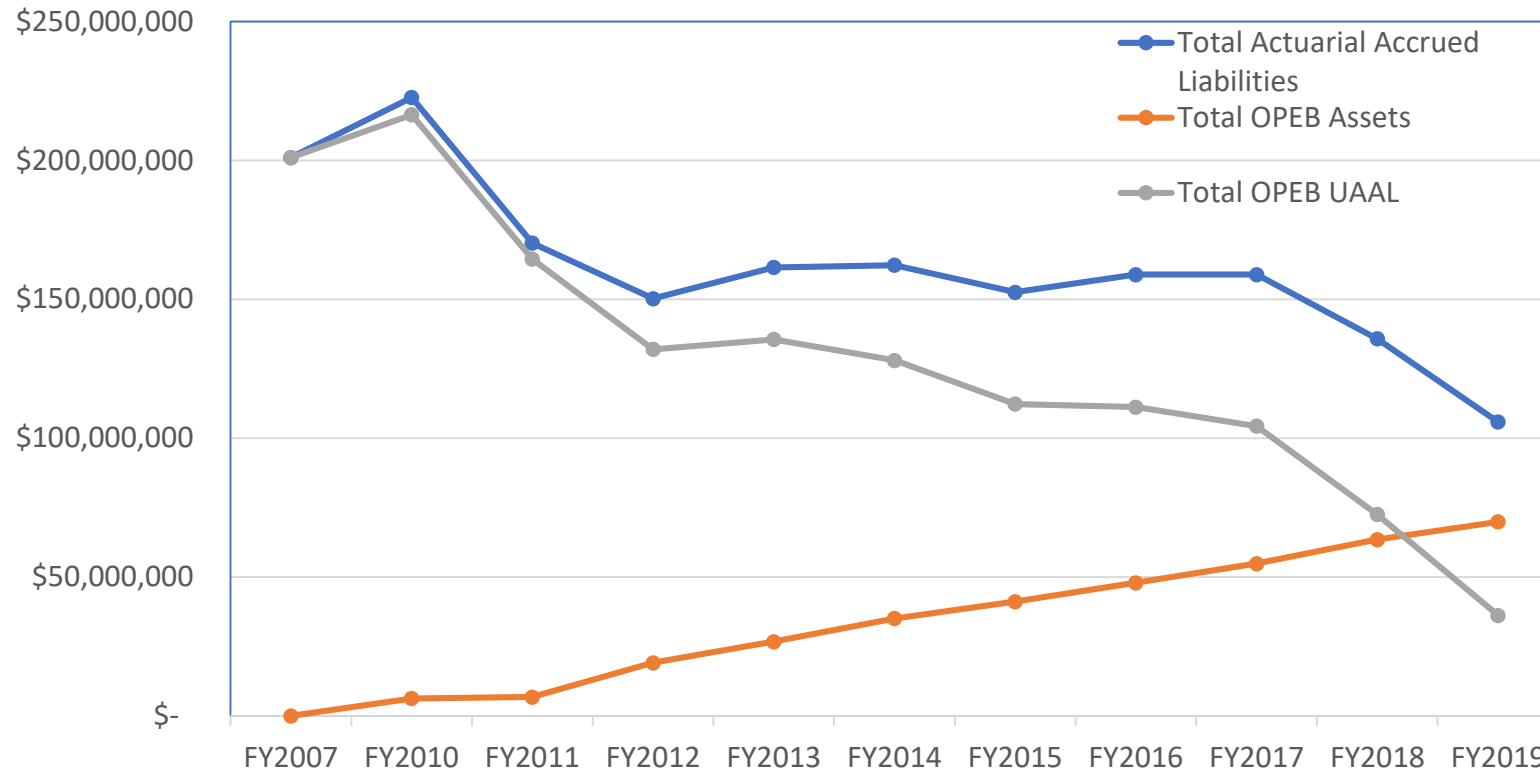
Parks Maintenance of Effort (MOE)



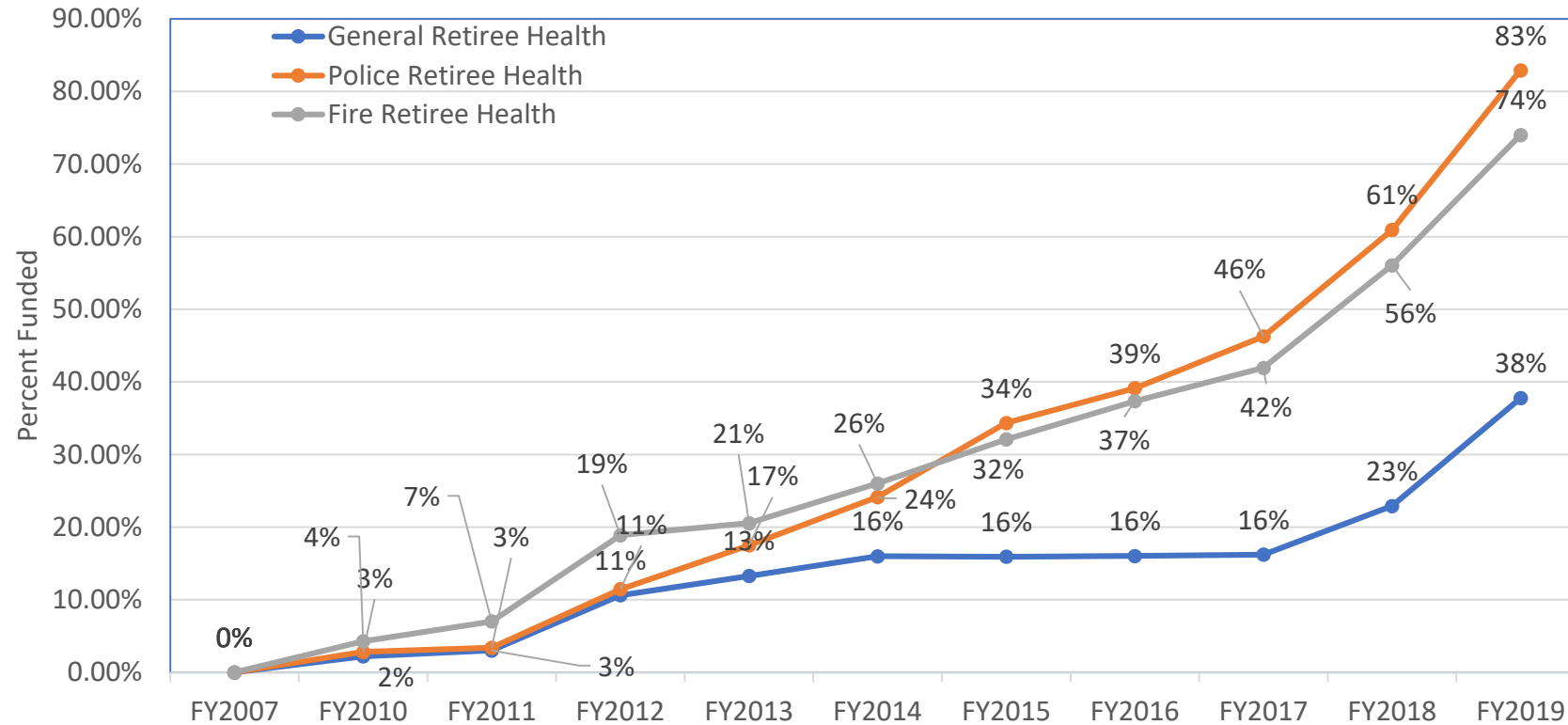
GOF Vital Streets Contribution - \$13 Million / 15 Years



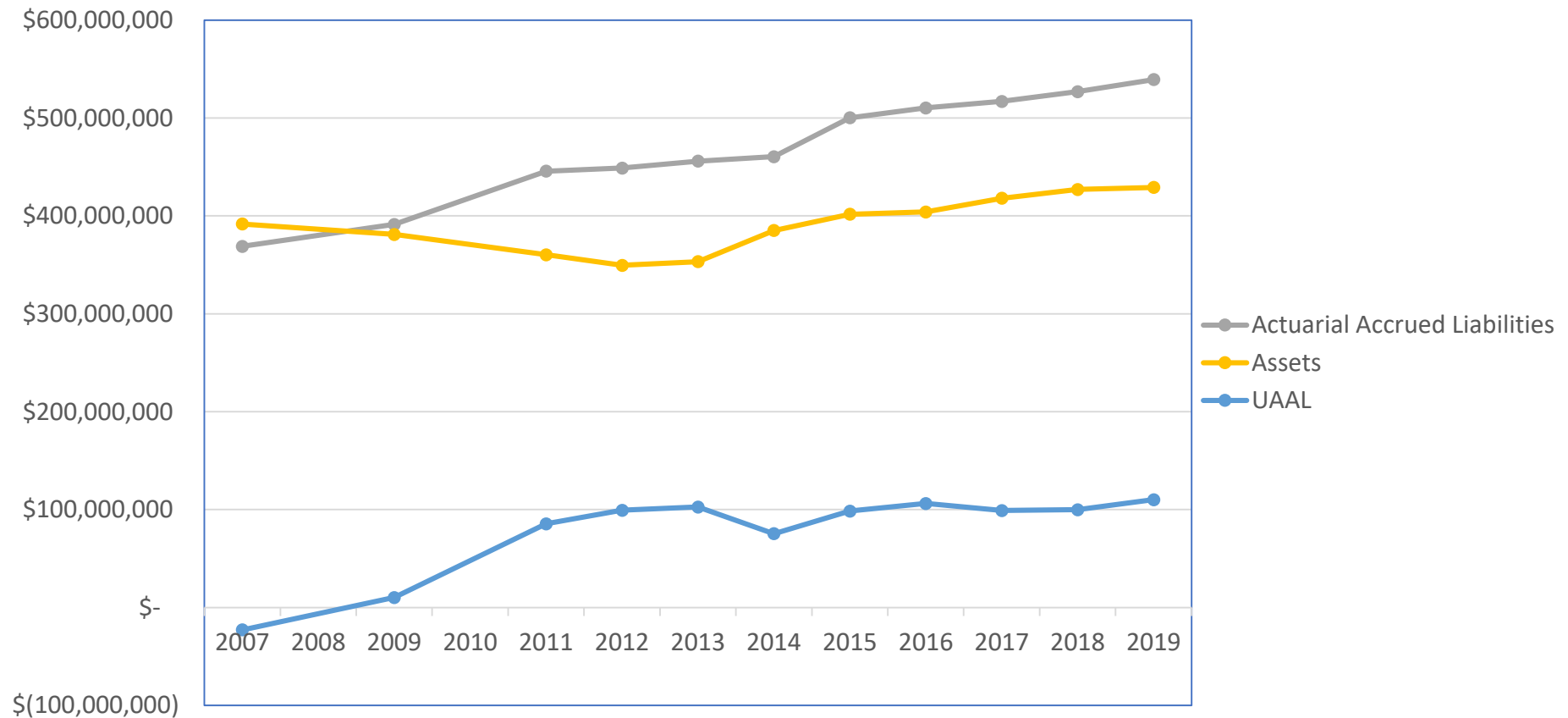
Legacy Costs: OPEB Funding History



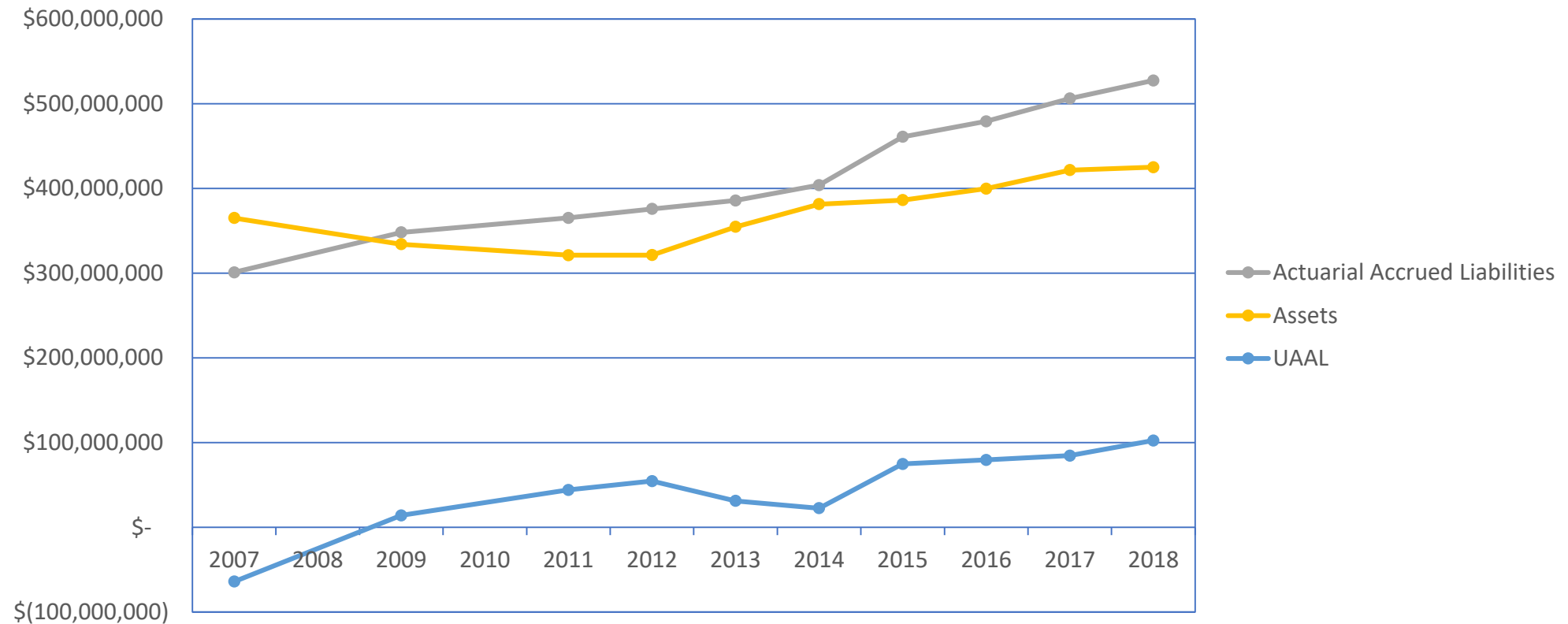
Legacy Costs: OPEB Funding History



General Fund Legacy Costs: Pension Funding



Police and Fire Legacy Costs: Pension Funding



General Fund Forecasted Fund Balance

General Operating Fund							
	FY2020 Adopted	FY2020 Estimate	FY2021	FY2022	FY2023	FY2024	FY2025
Beginning Fund Balance	\$ 38,134,167	\$ 38,134,167	\$ 40,249,319	\$ 40,350,997	\$ 35,304,743	\$ 28,850,772	\$ 22,484,934
Revenue	\$ 150,796,232	\$ 147,518,665	\$ 146,180,563	\$ 146,753,610	\$ 149,506,657	\$ 152,860,487	\$ 156,486,802
Expenditure	\$ 147,831,777	\$ 145,403,513	\$ 146,078,885	\$ 151,799,864	\$ 155,960,628	\$ 159,226,325	\$ 162,647,798
Surplus (Deficit)	\$ 2,964,455	\$ 2,115,152	\$ 101,678	\$ (5,046,254)	\$ (6,453,971)	\$ (6,365,838)	\$ (6,160,996)
Ending Fund Balance	\$ 41,098,622	\$ 40,249,319	\$ 40,350,997	\$ 35,304,743	\$ 28,850,772	\$ 22,484,934	\$ 16,323,938
Unassigned FB %	27.8%	27.7%	27.6%	23.3%	18.5%	14.1%	10.0%

Unassigned Fund Balance Policy: 15%

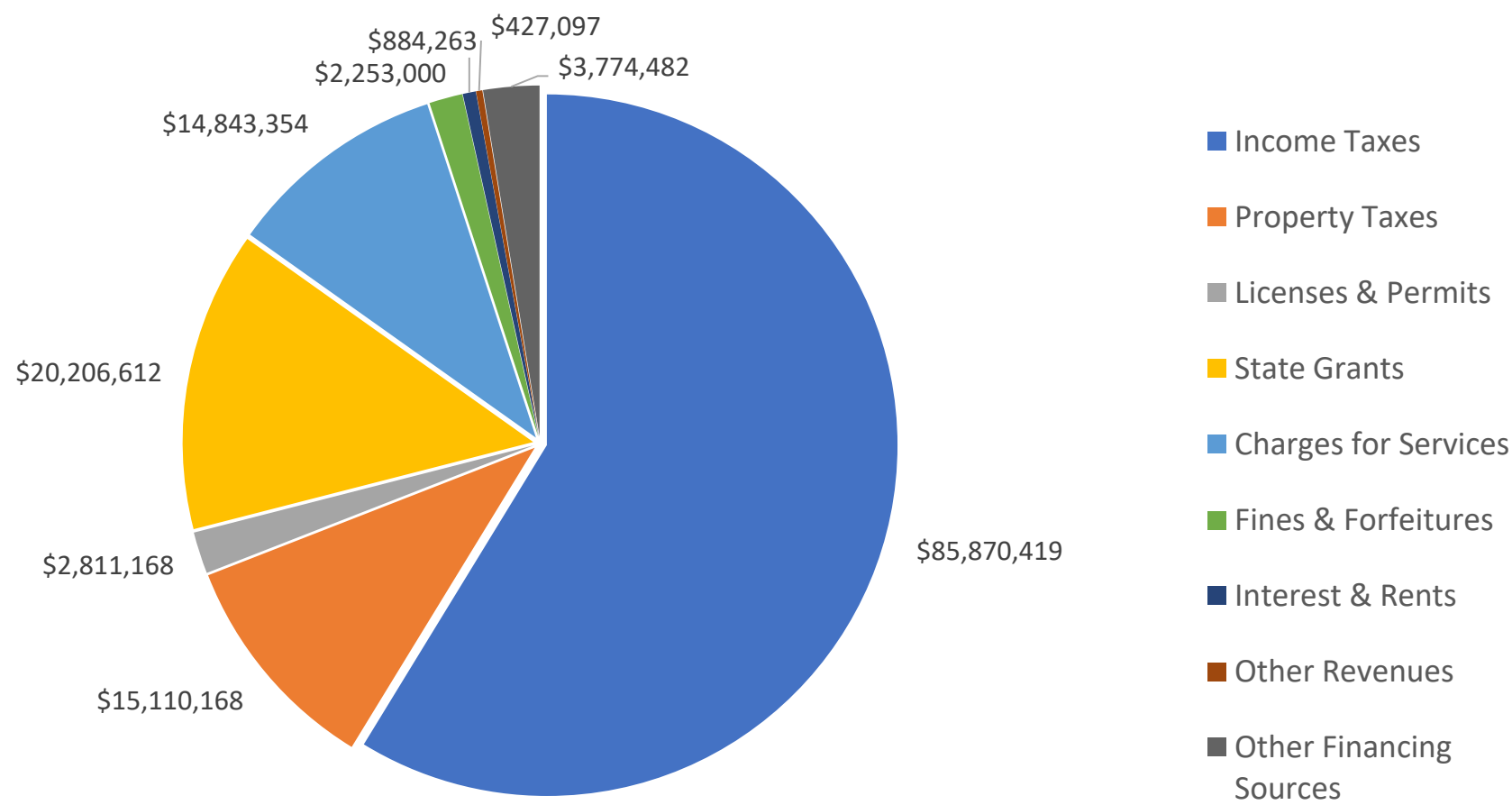
Budget Stabilization Fund Forecasted Balance

Budget Stabilization Fund							
	FY2020 Adopted	FY2020 Estimate	FY2021	FY2022	FY2023	FY2024	FY2025
Beginning Fund Balance	\$ 14,298,835	\$ 14,298,835	\$ 14,298,835	\$ 14,298,835	\$ 14,298,835	\$ 14,298,835	\$ 14,298,835
GOF Expenditures	\$ 147,831,777	\$ 145,403,513	\$ 146,078,885	\$ 151,799,864	\$ 155,960,628	\$ 159,226,325	\$ 162,647,798
Ending Fund Balance	\$ 14,298,835	\$ 14,298,835	\$ 14,298,835	\$ 14,298,835	\$ 14,298,835	\$ 14,298,835	\$ 14,298,835
Unassigned FB %	9.7%	9.8%	9.8%	9.4%	9.2%	9.0%	8.8%

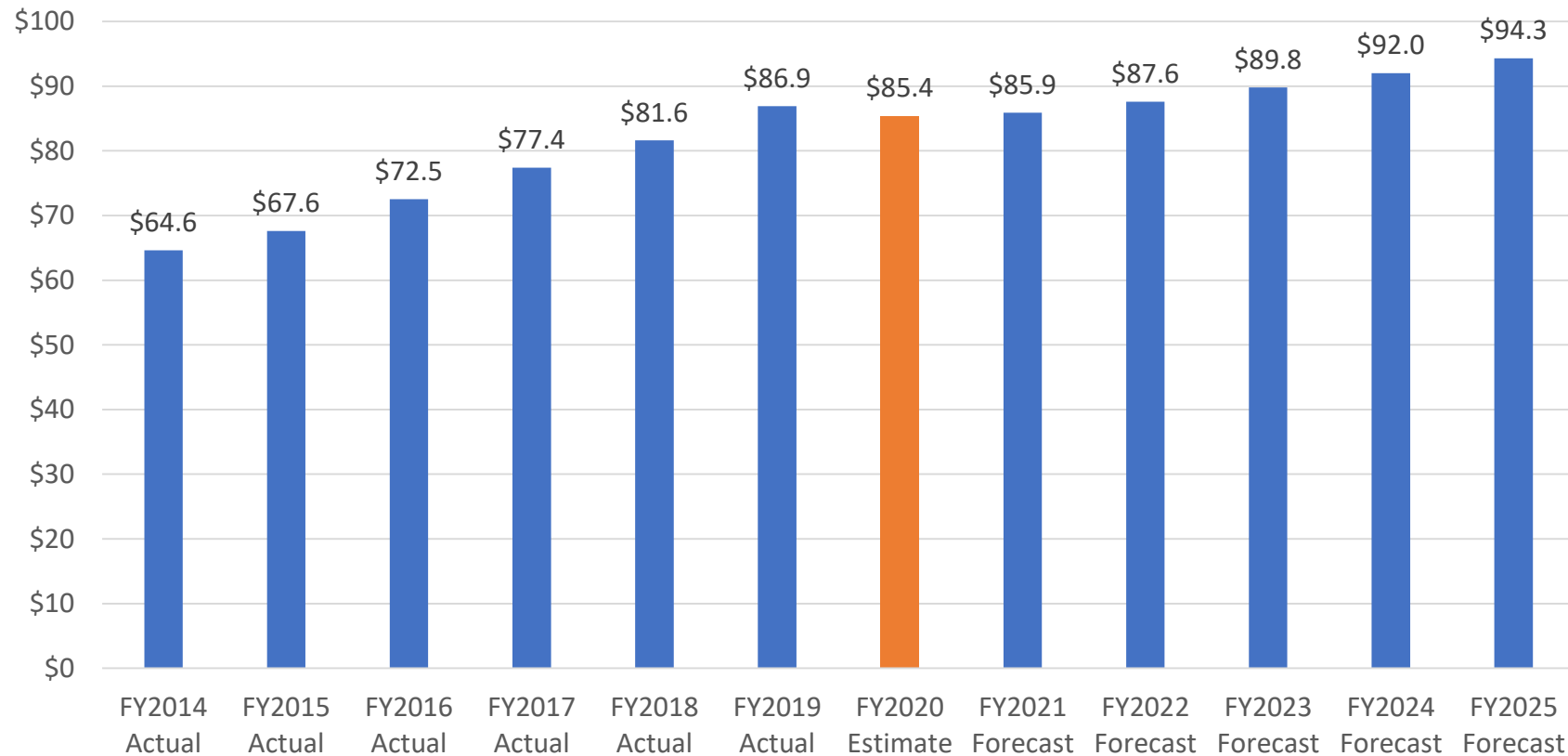
Unassigned Fund Balance Policy: 10%

Revenue: General Fund

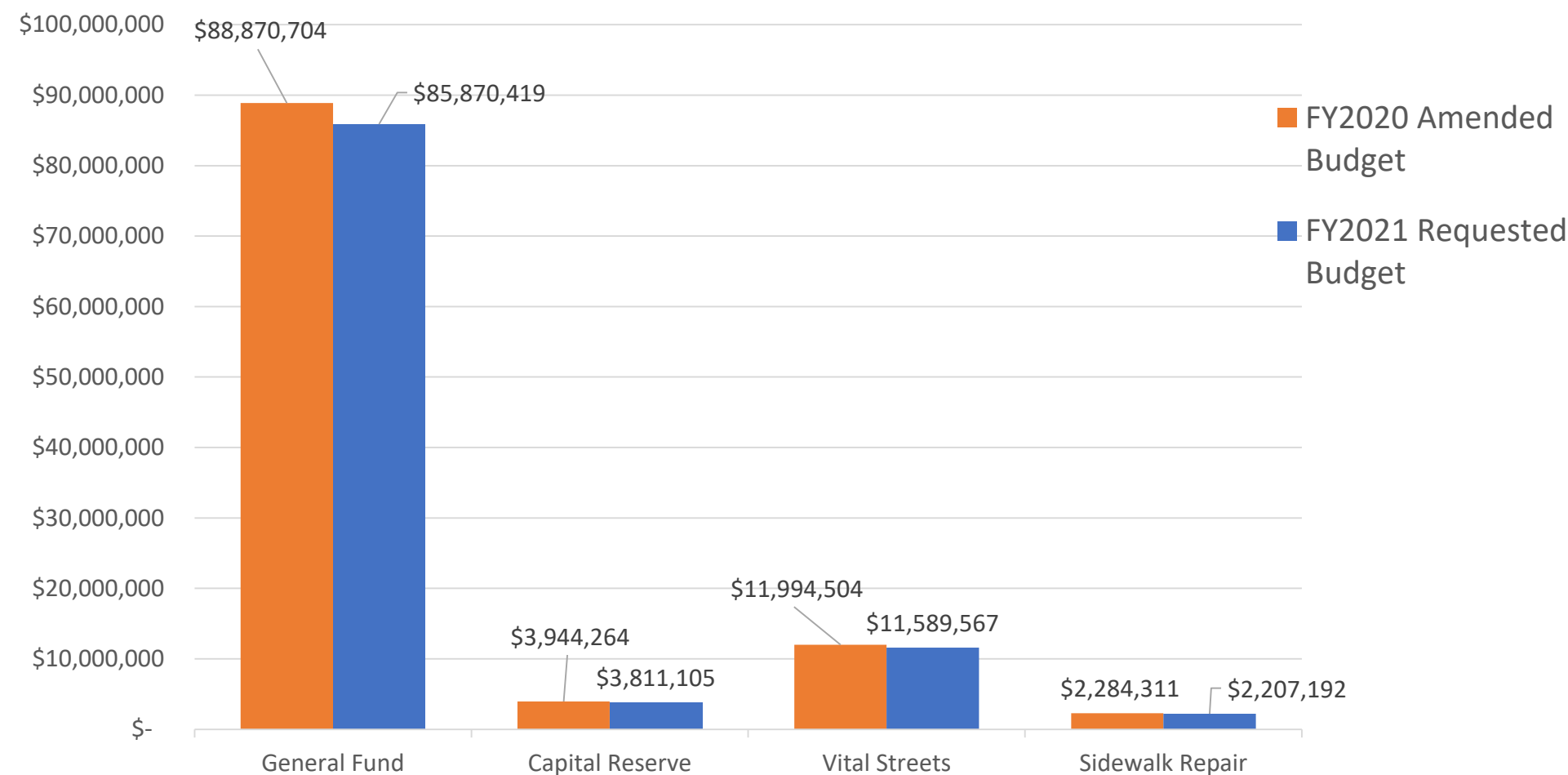
Total = \$146,180,563



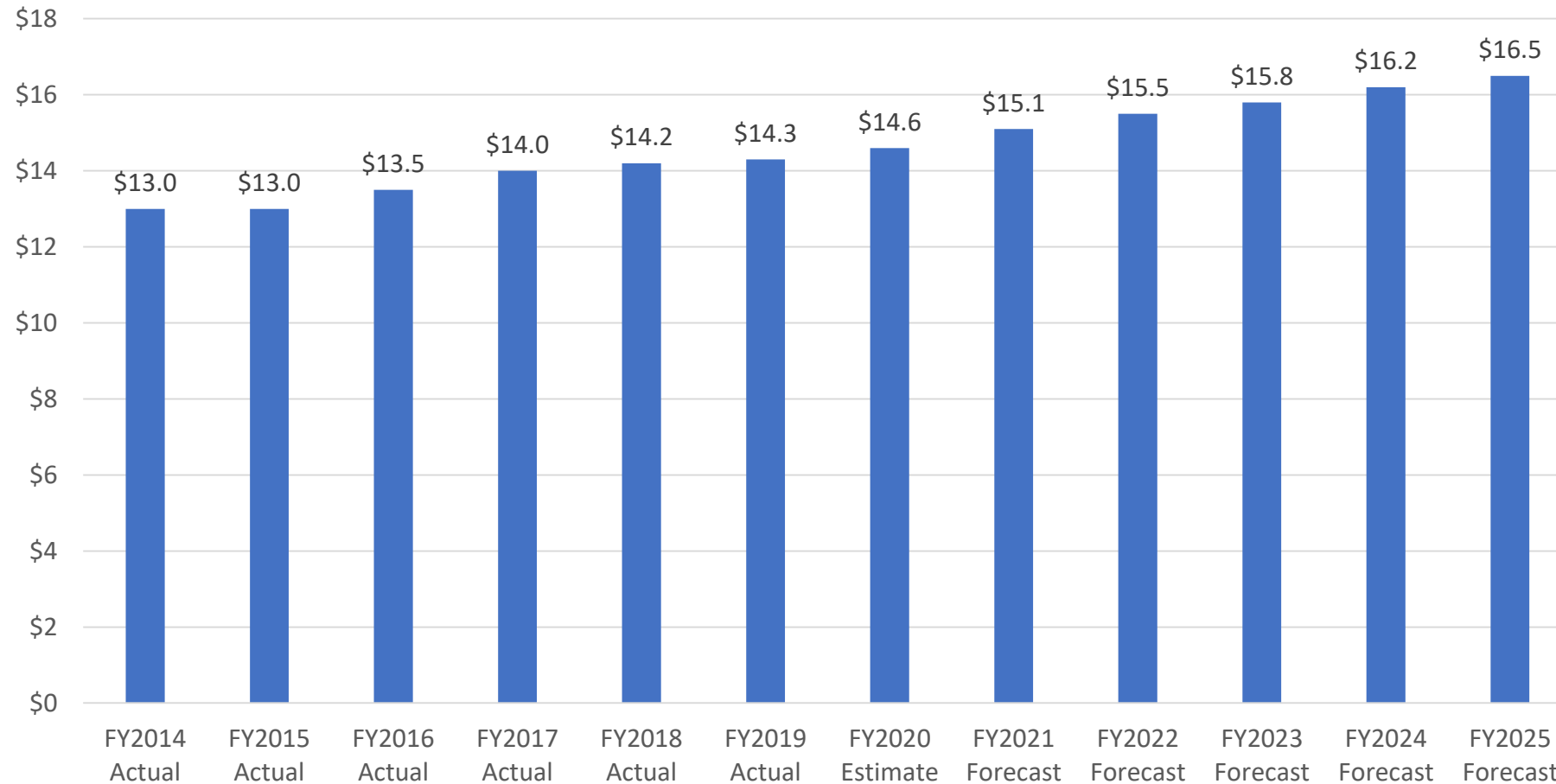
General Fund Income Tax Revenue (in millions)



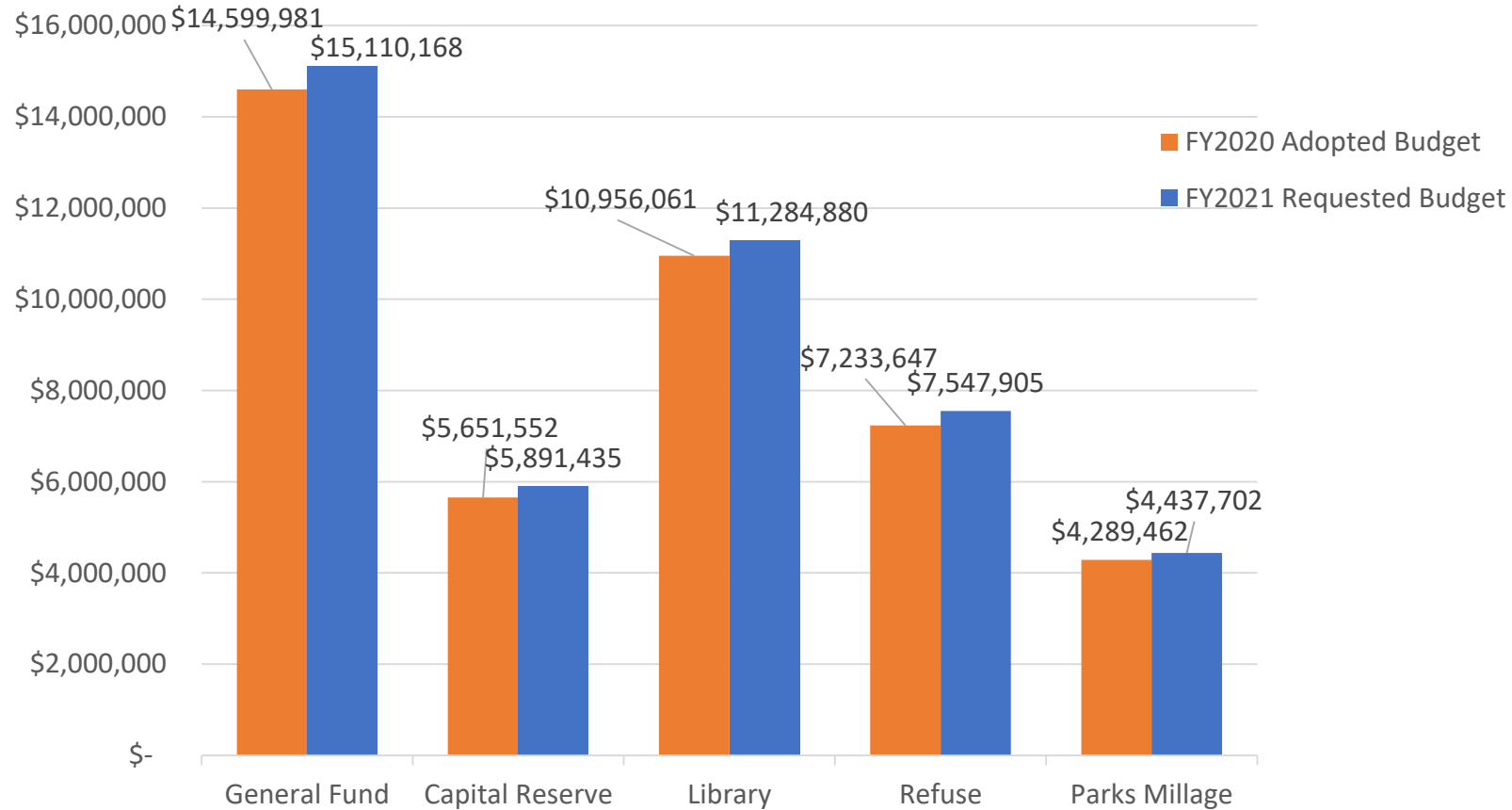
Revenue Distribution: Income Taxes



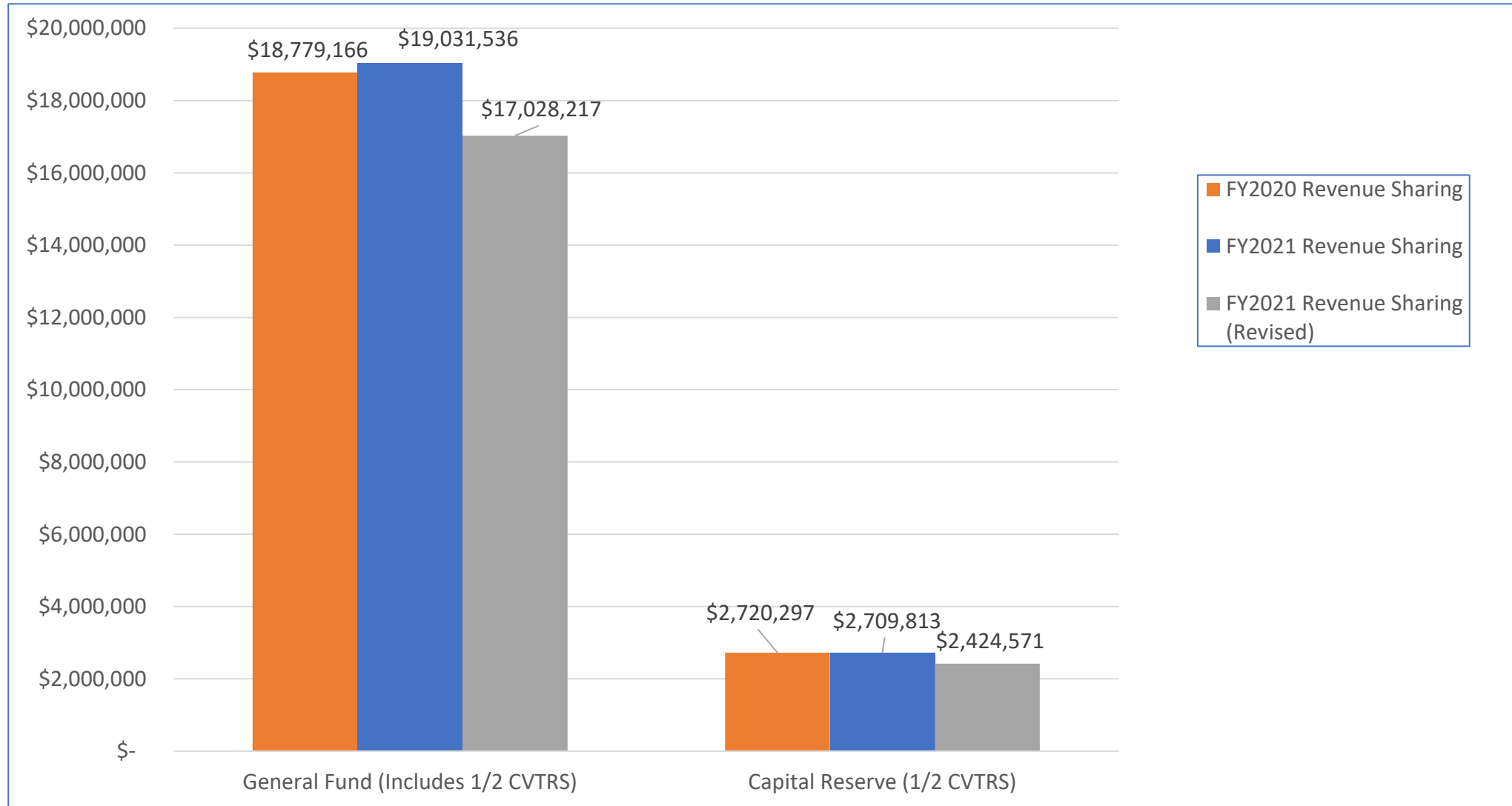
General Fund Property Taxes (in millions)



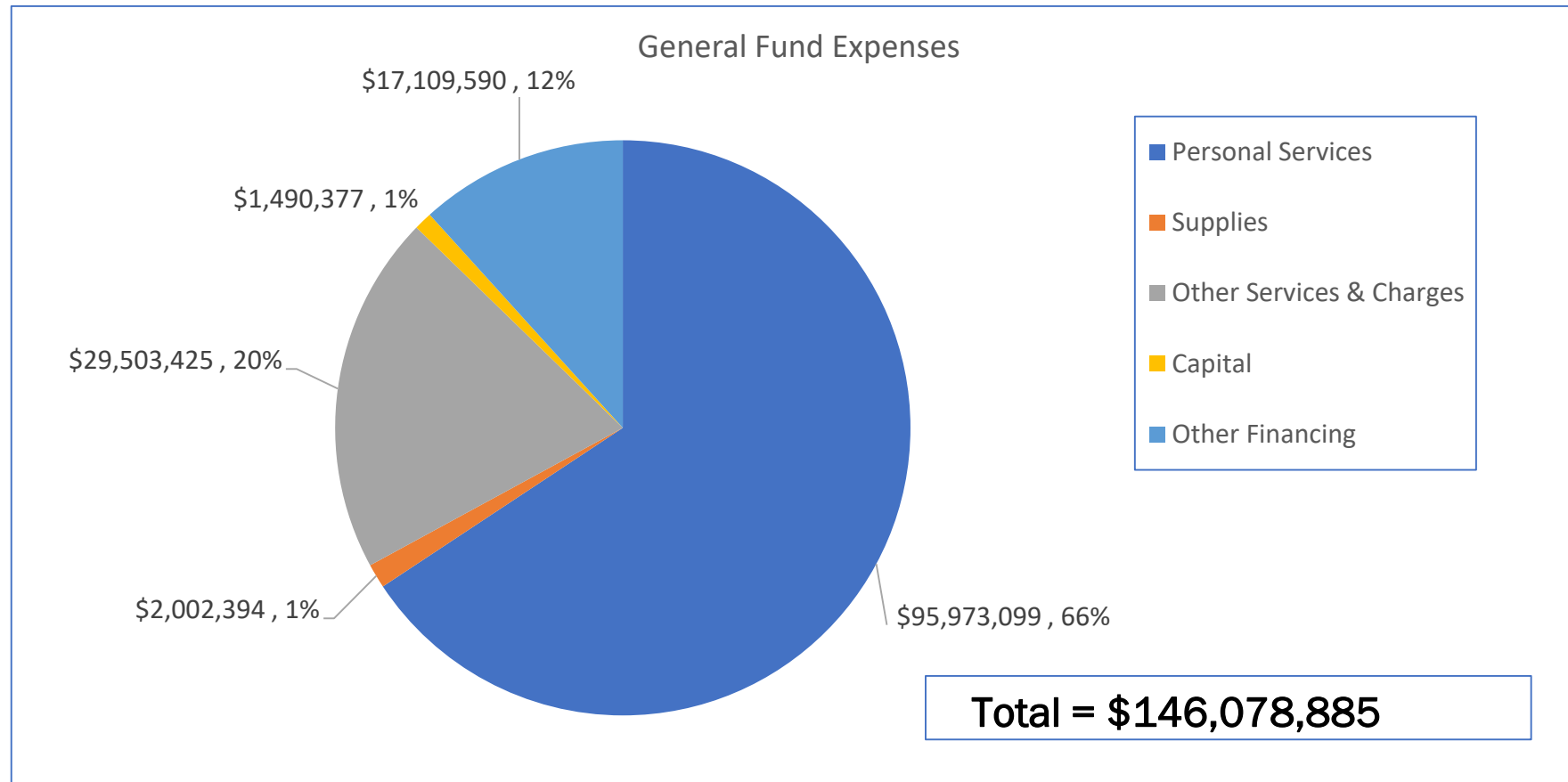
Revenue Distribution: Property Taxes



State Revenue Sharing Distribution



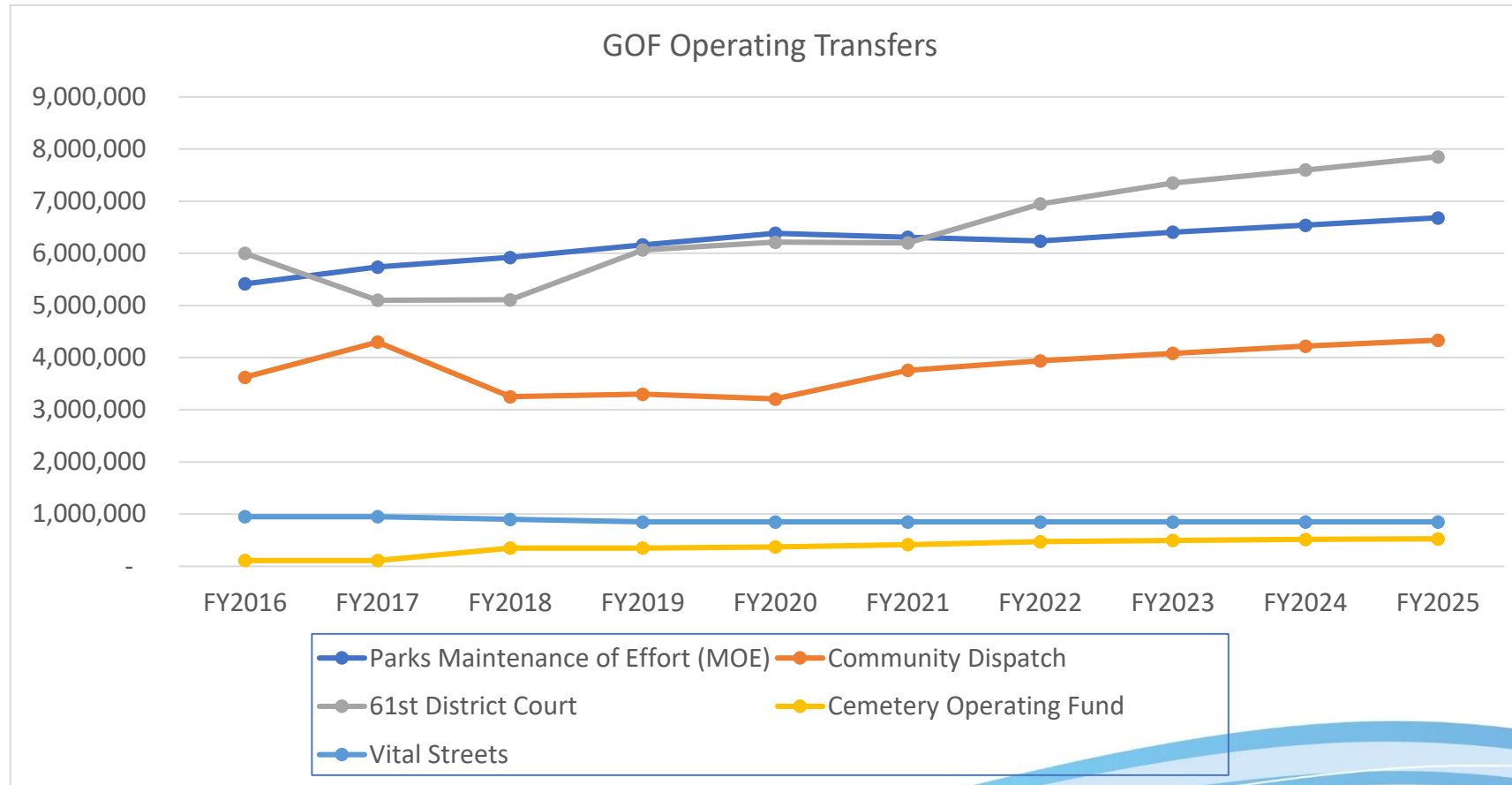
Expenses: General Fund FY2021



General Fund Expenses by Department

	FY2019 Adopted	% Total	FY2020 Adopted	% Total	FY2021 Request	% Total
Clerk's Office	2,137,753	1.50%	2,250,072	1.52%	2,366,606	1.62%
Executive Office	3,257,551	2.28%	2,943,294	1.99%	3,124,423	2.14%
Community Services	143,187	0.10%	152,257	0.10%	403,637	0.28%
Design & Development	5,994,554	4.20%	6,167,561	4.17%	6,109,472	4.18%
Enterprise Services	5,459,195	3.83%	5,809,124	3.93%	5,907,243	4.04%
Economic Development	-	0.00%	105,180	0.07%	696,855	0.48%
Human Resources	2,942,957	2.06%	3,100,907	2.10%	2,985,872	2.04%
Administrative Services	812,623	0.57%	795,705	0.54%	1,665,632	1.14%
Police	53,727,579	37.66%	56,200,108	38.02%	56,200,473	38.47%
Fire	31,482,122	22.06%	32,418,005	21.93%	32,558,475	22.29%
Attorney's Office	2,757,585	1.93%	2,890,482	1.96%	3,015,322	2.06%
Fiscal Services	28,711,286	20.12%	29,698,315	20.09%	25,957,365	17.77%
Technology & Change Management	170,077	0.12%	254,296	0.17%	0	0.00%
Treasury	2,294,959	1.61%	2,365,068	1.60%	2,354,442	1.61%
Comptroller	2,792,317	1.96%	2,681,403	1.81%	2,733,068	1.87%
TOTAL	142,683,745	100.00%	147,831,777	100.00%	146,078,885	100.00%

General Fund Operating Transfers



Potential Revenue Reductions - Not Reflected in Budget

Fund	Income Tax*	State Shared Revenue**	CVTRS**	Act 51 Gas & Weight Tax**	Parking Fines	Charges For Services (1)	Total
General Fund	\$1,281,648	\$1,718,076	\$285,244				\$3,284,968
Capital Reserve Fund	56,882		285,244				342,126
Sidewalk Repair Fund	32,943						\$32,943
Vital Streets Fund	172,979						\$172,979
Major Streets Fund				1,830,025			1,830,025
Local Streets Fund				610,008			610,008
Parking Operations Fund					25,000	3,185,402	3,210,402
Total	\$1,544,452	\$1,718,076	\$570,488	\$2,440,033	\$25,000	\$3,185,402	\$9,483,451

*0.5% increase in current budget, proposed -1% reduction ** 5% decrease in FY21 budget, reduced to -15% reduction

(1) Includes On-Street, Daily and Event Parking Revenues (dependent on activity within the City. Sports, shows, concerts, bars, restaurants, etc. When none of this is happening these are the main categories impacted.

Performance Management and Geographical Analysis of Capital Investments

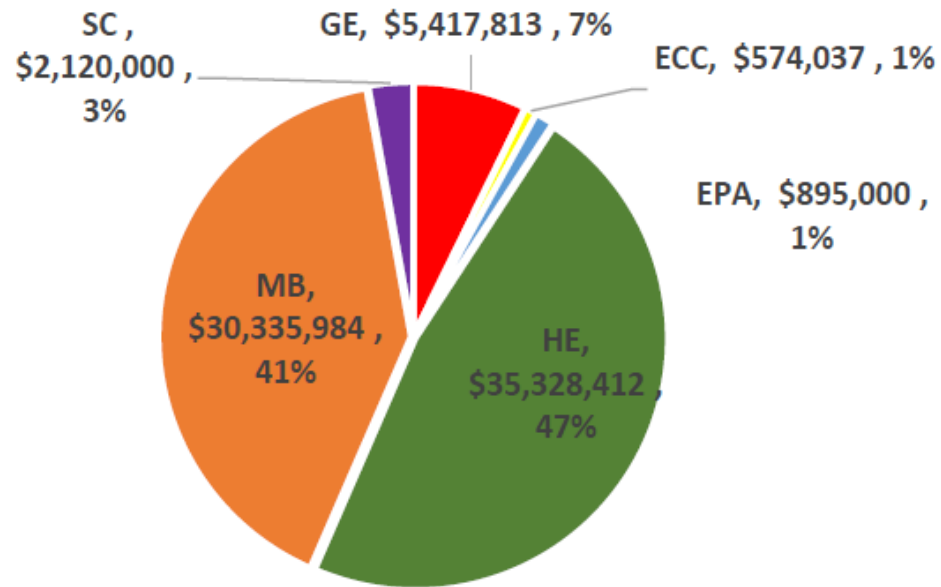


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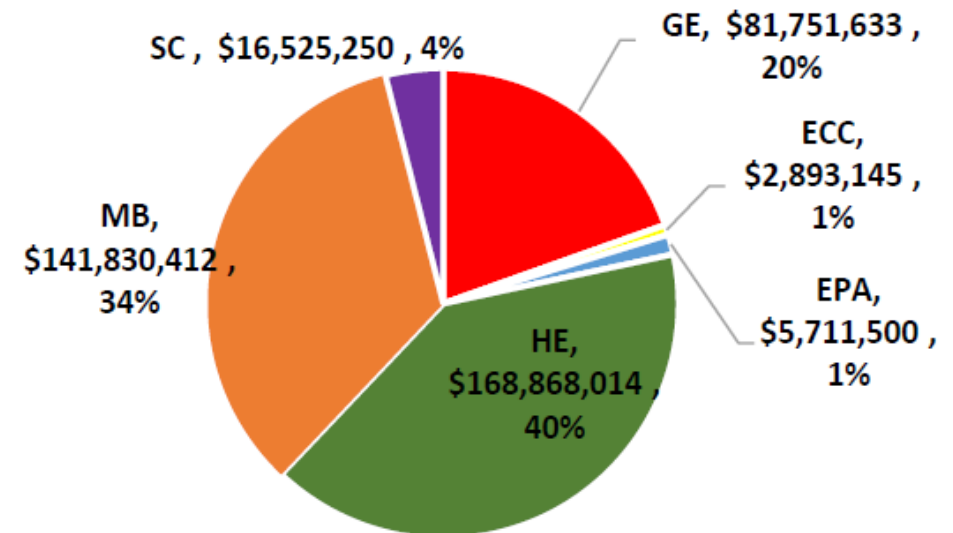
Overview of All Capital Investments

- FY2021: \$74.67 million
- FY2021 – FY2025: \$417.58 million

FY2021 All Capital Projects by Strategic Priority

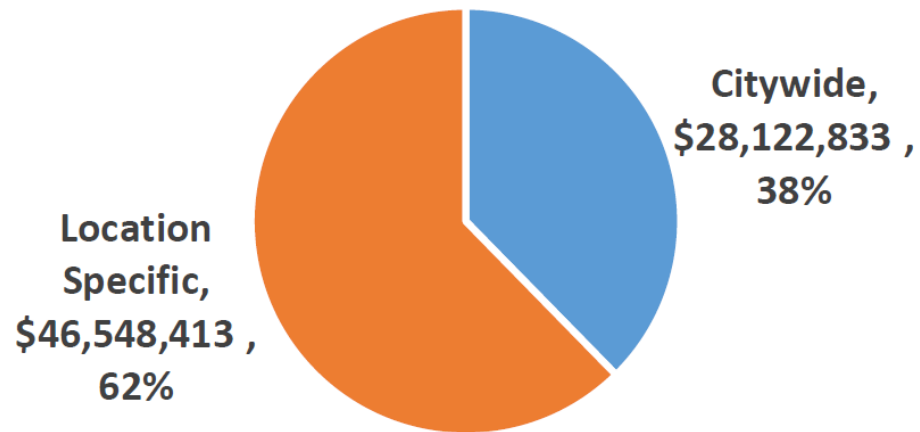


FY2021 - 2025 All Capital Projects by Strategic Priority

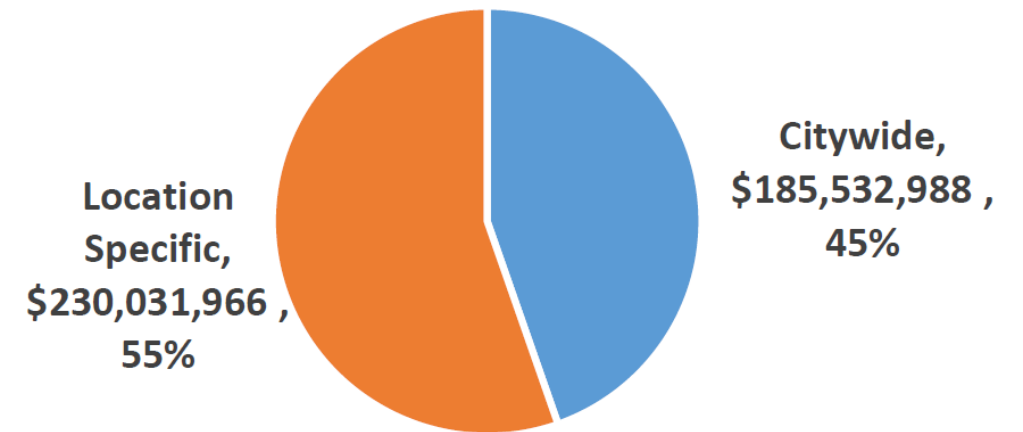


Location Specific Capital Investments

FY2021 All Capital Projects



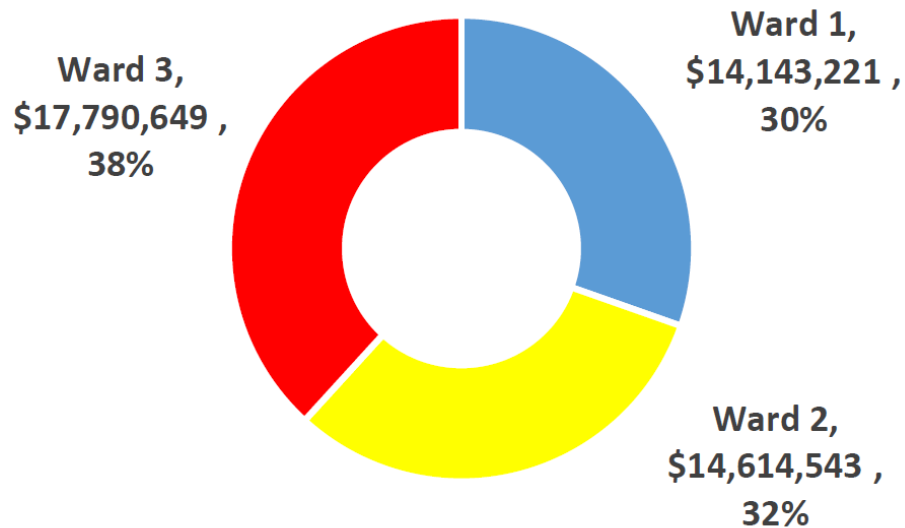
FY2021-2025 All Capital Projects



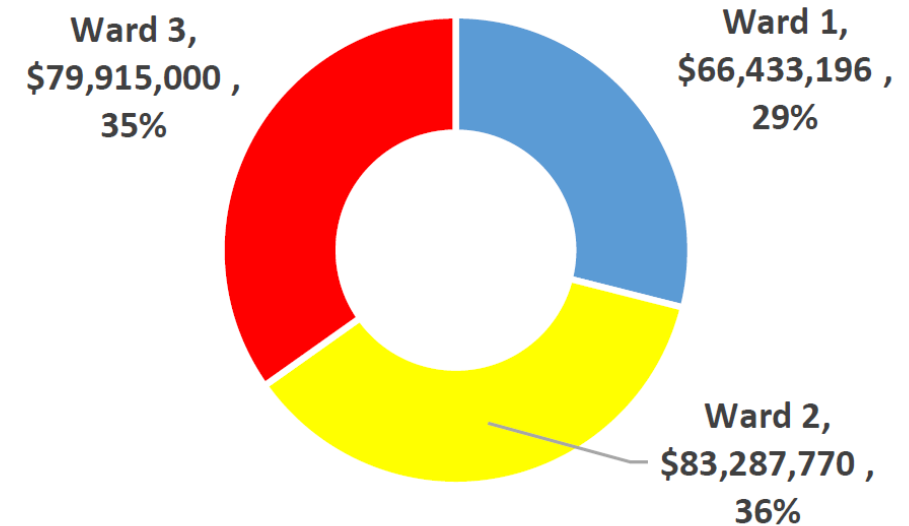
Ward Balance and Distribution

- FY2021: \$46.55 million
- FY2021 – FY2025: \$230.03 million

FY2021 All Location Specific Projects by Ward



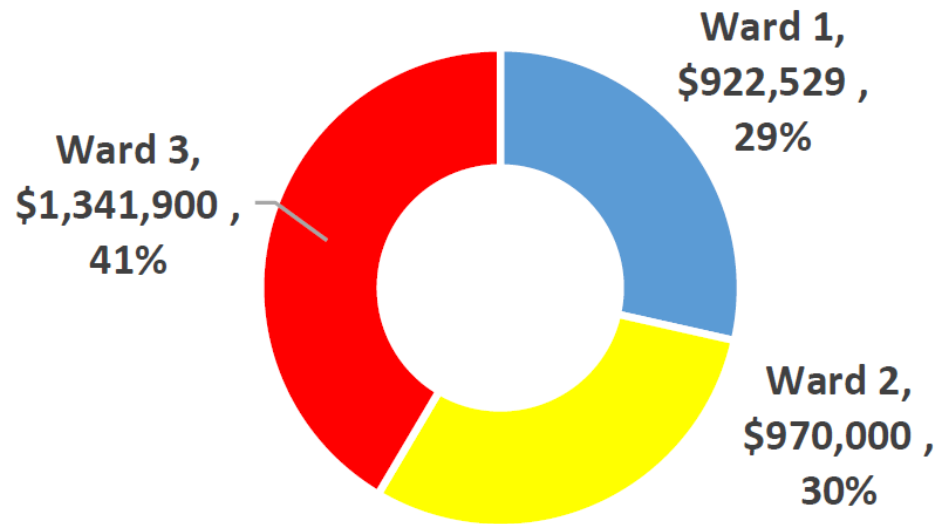
FY2021-2025 All Location Specific Projects by Ward



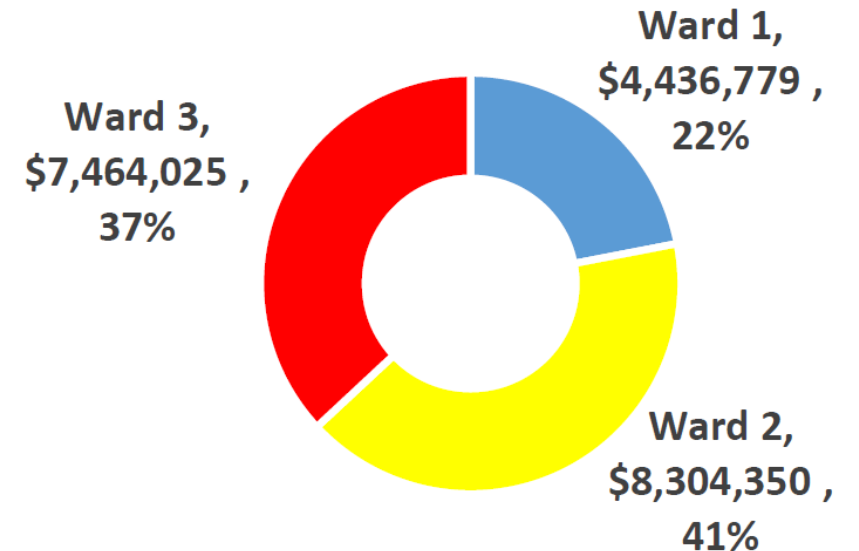
Ward Balance and Distribution for the Capital Improvement Fund

- FY2021: \$3.23 million
- FY2021 – FY2025: \$20.21 million

FY2021 Capital Improvement Fund Investment by Ward



FY2021-2025 Capital Improvement Fund Investment by Ward



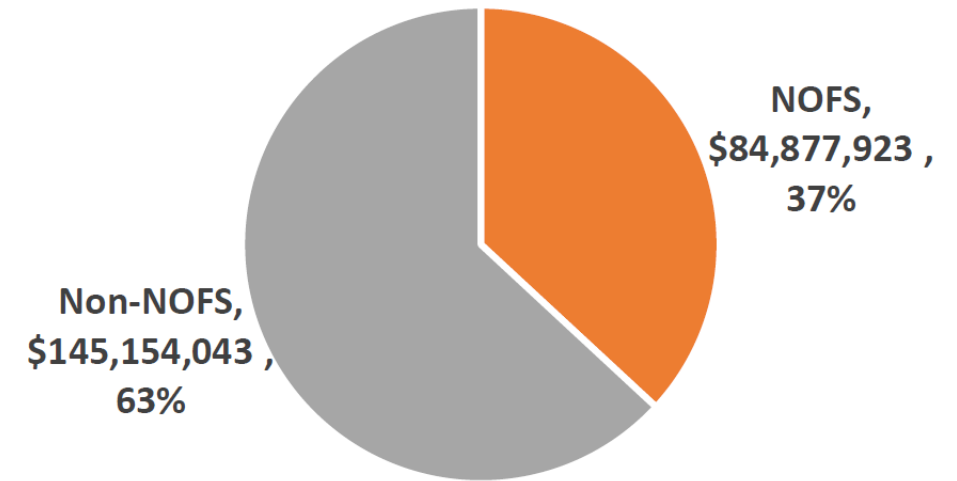
Neighborhoods of Focus (NOF)

NOF: 36% of Census Tracts
FY2020: 38% in NOF

**FY2021 All Location Specific Capital Projects
in NOFs**



**FY2021-2025 All Location Specific
Capital Projects in NOFs**



Investments by Strategic Priority



ACCOUNTABILITY
COLLABORATION
CUSTOMER SERVICE
EQUITY INNOVATION
SUSTAINABILITY



Economic Prosperity and Affordability



COVID-19 Initial Recovery Recommendations



- Every emergency has a response and recovery phase
- Economic Resiliency and Recovery Work Group established as a function of the Emergency Operations Center
- This team was charged to support the resiliency of community members and local business during the pandemic and to "build back better" once the pandemic passes

CARES ACT Funding

(Coronavirus Aid, Relief and Economic Security)



- Kent County has received an award of \$114M of CARES Funding
 - County staff is considering allocation formula for utilization and distribution
- City eligible for \$2.2 million in Community Development Block Grant and \$1.1 million in Emergency Solutions Grant funding under CARES Act (funding not yet received)
- Small Business Administration Paycheck Protection Act and Economic Injury Disaster Loan
- Other CARES Act funding opportunities being analyzed (i.e., Economic Development Administration grants)
- CARES Act investment may be supplemented by local investment and recovery action to fill emerging gaps

\$3.75 Million Accumulated in City Resources for Economic Resiliency and Recovery Investments



- The General Operating Fund recommendation includes up to \$500,000 in new and reappropriated investments to support resiliency of community members and local business during the pandemic and to "build back better" once the pandemic passes.
- This will be combined with \$2.2 million in supplemental Community Development Block Grant (CDBG-CV) and \$1.1 million in Emergency Shelter Grant (ESG-CV) funding for a total of \$3.75 million in economic stimulus identified to date for the Grand Rapids community from City sources.

COVID-19 Initial Recovery Recommendations



- Common themes for reopening the economy are emerging - prevention, advanced testing, contact tracing, isolation and treatment.
- Early phases encourage continued remote working and small gatherings that move to larger gatherings and more reopening until full reopening is achieved.
- Rather than speculate on exact reopening terms, the team has based their recommendations on these parameters:
 - Reopening will be phased and will take time – longer than closing took
 - Social distancing will continue through early phases of reopening
 - New social norms will influence community life and business
 - As we emerge, things could well be different moving forward
 - Economic impacts will linger

COVID-19 Initial Recovery Recommendations

Multifaceted Investment Strategy



- The team has focused on a multifaceted investment strategy in four impact areas:
 1. **Resident Resiliency** – to mitigate impacts on residents and neighborhoods
 2. **Business Resiliency and Recovery** – to address impacts of the shutdown, help sustain businesses and prepare for recovery
 3. **Community Reactivation** – to accelerate the reopening by celebrating the community, neighborhoods and business district and building lasting connections
 4. **Transportation and Infrastructure** – investing in outcomes that connect people to the recovery and ensuring that the City takes advantage of state and federal infrastructure grants
- Investment principles focus on collaboration with economic development partners, identifying and filling gaps, avoiding duplication, equitable investments, maximizing leverage of City investments, direct local connectivity and rapid response.

COVID-19 Initial Recovery Recommendations



Resident Resiliency – \$2.25M CDBG-CV, ESG-CV and GOF

- **\$600,000** - Sustenance payment for rent/mortgage & utility assistance focused on keeping people in their homes
- **\$150,000** - Workforce/employment strategy to create and distribute PPE in communities in need.
- **\$270,000** - Neighborhood Associations & Resident-based organizations (RBOs) support via skill building, deployment of technology, and professional communications support so they can organize, educate and promote public safety
- **\$130,000** - in Neighborhood Match Funds (GOF) to support basic needs (food, rent support), PPE distribution, focused COVID prevention and education among the communities of color and the immigrant community
- **\$1,100,000** – Emergency shelter operations and supplemental funding for keeping residents in their homes

COVID-19 Initial Recovery Recommendations



Business Resiliency and Recovery – \$1,232,500 - \$1M in CDBG-CV + \$232,500 in GOF

- **\$800,000 - Grant/forgivable loan program** with focus on businesses that were denied their application for federal assistance. Specific attention will be paid proportional investment in Neighborhoods of Focus
- **\$200,000 - Fund technical assistance for small businesses** to help expand revenue sources, identify cost-cutting measures, and be prepared to take advantage of new financial support programs (CIAs, DDA, GOF)
- **Subsidize fee reductions or waivers** - Identify high-impact fees to reduce or waive
- **Amend BRA and DDA development agreements** for projects that would benefit from extended reimbursement term or increased eligible cost reimbursement
- **Consider waiving fee and increase funding** (from 75% to 100%) for environmental site assessment for real estate acquisition or refinancing for small businesses, potentially only in NOF (Brownfield)
- **\$232,500 – Third Ward Equity Program funding** from FY2020 reprogrammed for business resiliency in the Third Ward through the Third Ward Equity Program

COVID-19 Initial Recovery Recommendations



Community Reactivation – \$440,000 (\$200K from CDBG-CV + \$200K reprogrammed Neighborhood Infrastructure from FY2020 allocation + \$40,000 GOF)

- **Flags/banners within neighborhoods** to celebrate neighborhood pride.
- **Grand Reopening of business districts and neighborhoods** – community celebration/ pop-ups/ crowd shopping. Celebrations. This would supplement the work of external partners to support and highlight businesses and make people feel safe to use those businesses.
- **\$40,000 in Neighborhood Match Fund to support resident community reactivation projects** that connect residents to each other, build/strengthen social safety nets, and/or provide resources to support households. Depending on the status of COVID-19, these projects may be in-person or virtual.

COVID-19 Initial Recovery Recommendations



Transportation and Infrastructure – TBD; \$0 CDBG-CV

- This investment category will be funded through Mobile GR investment and capital grants when received from state and federal sources
- **Micro-mobility pilots** for bikeshare and e-scooter (Mobile GR)
- **Free RAPID passes for qualifying members of the community** (based on income determination) (Mobile GR/RAPID)

COVID-19 Initial Recovery Recommendations



To be resolved as we move forward, we will need to:

- Weave in other investments from the City General Operating Fund, other grants and other sources
- Complete a unified application for business support
- Match City resources with community resources
- Address administrative requirements of Community Development Block Grant (CDBG)
- Continue to pivot as we learn more about recovery gaps and community needs



Economic Prosperity and Affordability

Select Investments

- General Fund (\$1.1M)
 - New Economic Development Director to begin at the start of the fiscal year
 - Housing Next partnership and State Land Bank contract
 - Retail support specialist
 - Micro-Local Business Enterprise (MLBE) support
 - Grand River Revitalization (capital)
- Leveraged External Funding (\$1.82M)
 - Business development on contaminated and functionally obsolete properties
 - Improvement support in Corridor Improvement Authorities
 - Our Community's Children workforce development programs



Safe Community





Safe Community Investment Overview

- Maintain FY2021 services and budget at or above FY2020 for public safety
- Apply for COPS Grant for 5 officers – future commitment of \$264,000 in FY2021, \$378,000 in FY2022, \$408,000 in FY2023, \$647,000 in FY2024 and \$686,000 in FY2025 for a total of \$2.4M
- Redeploy personnel for Homeless Outreach Streets Team
- Contract civilians for traffic incidents – redeploy officers



Safe Community Select Investments

- General Fund (\$2.71M)
 - ELUCD contract
 - Training for Police recruits
 - Youth Police Academy and Youth Commonwealth
 - Fire apparatus
 - Mel Trotter's Public Inebriate Program
 - Michigan Prisoner Re-entry/Support Groups
 - Division Fire Station land acquisition (capital)
 - Water rescue equipment (capital)



Safe Community Select Investments

- Enterprise Funds (\$330,000)
 - Parking security enhancements (capital)
 - Pedestrian Hybrid Beacons (capital)
- Leveraged External Funding (\$3.94M)
 - Public safety engagement by neighborhood associations
 - Homelessness prevention and rapid rehousing
 - Durable pavement markings
 - Traffic safety improvements (capital)



Mobility





Mobility

Select Investments

- Enterprise Funds (\$5.43M)
 - DASH and Route 19
 - Sidewalk snow plow pilot
 - Parking improvements (capital)
 - Multi-modal initiatives (bikeshare, e-scooter, carshare) (capital)
 - Bus transit stop improvements (capital)
- Leveraged External Funding (\$27.99M)
 - Vital Streets (capital)
 - Sidewalks (capital)



Health and Environment



**El polvo puede
significar **peligro.****

No juegue con el plomo.

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Health and Environment

Select Investments

- General Fund (\$2.75M)
 - Forestry Tree Asset management
 - Martin Luther King Jr. Park Lodge (capital)
 - Third Ward Park acquisition (capital)
 - Stormwater (capital)
 - Hastings Street non-motorized path (capital)
 - Grand River walkway phase II (capital)



Health and Environment

Select Investments

- Enterprise Funds, Bonds, Millage (\$34.74M)
 - Lead service line replacements
 - PFAS testing
 - Renewable energy credits
 - Biodigester operations
 - Pool operations (COVID-19 Impact TBD)
 - Park projects (capital)
 - LED street lighting (capital)
 - Water and sewer projects (capital)
- Leveraged External Funding (\$2.31M)
 - Equitable carbon reduction for single family homes
 - Residential lead remediation
 - Connecting Children to Nature
 - Recycling contamination



Engaged and Connected Community





Engaged and Connected Community Select Investments

- General Fund (\$260,000)
 - WeAreGR publication
 - Language access contract
 - Neighborhood Match Fund
 - Neighborhood Summit
 - Community engagement framework development and implementation
 - Leadership Academy
- Leveraged External Funding (\$1.23M)
 - Community cable television equipment (capital)
 - Neighborhood Association support
 - Neighborhood connectors work



Governmental Excellence





Governmental Excellence

Select Investments

- General Fund (\$1.02M)
 - Master Plan scoping
 - Indigent defense representation
 - Digital evidence storage for Police
 - Equity training and employee resource groups
 - Hire Reach, organizational development and staff training (onsite and local)
 - State and federal legislative contracts
 - Software and technology upgrades and enhancement



Governmental Excellence

Select Investments

- Internal Service or Enterprise Funds (\$6.47M)
 - Data analysis and transparency
 - Security enhancements at public facilities
 - Software and technology upgrades and enhancements
 - Facilities improvements, asset management (capital)
 - Communications and technology upgrades for parking facilities (capital)
- Leveraged External Funding (\$200,000)
 - Equitable Grand River Restoration Initiative

FY2021 Budget in Summary

- Maintains essential services
- Begins work to ensure continued fiscal sustainability amid uncertain economic impact of COVID
- Maintains essential staffing levels
- Maintains reserve levels consistent with financial policy and avoids spending down reserves
- Remains committed to values and the Strategic Plan
- Provides agility - if by Fall we determine performance is significantly different from projections, then we will pivot and amend the budget
- Allows \$3.75M (approximately \$500k GOF) to be used for recovery efforts

FY2021 Budget Review Schedule

- | | |
|---------------------|---|
| Tuesday, April 28 | Introduction of the FY2021 Preliminary Fiscal Plan (10am) |
| Thursday, April 30* | Budget Town Hall (7 – 8pm) |
| Tuesday, May 5* | Budget Review Workshop (9am – Noon)
- Equity, Capital, Economic Prosperity and Affordability, Safe Community, Mobility |
| Tuesday, May 12* | Budget Review Workshop (1 – 4pm)
- Health and Environment, Engaged and Connected Community, Governmental Excellence |
| Tuesday, May 19 | Committee of the Whole Discussion and Deliberation (details to be finalized)
Public Hearing at City Commission meeting (7pm) |
| Thursday, May 21* | City Commission Adoption (9 – 11am) |

* Special meetings scheduled

Thank you

- Email questions to City Manager Washington and Chief Financial Officer Clarin
- Responses will be provided at subsequent work sessions



ACCOUNTABILITY
COLLABORATION
CUSTOMER SERVICE
EQUITY INNOVATION
SUSTAINABILITY